



**THE HUD PARTNERSHIP CENTER'S CAPACITY  
BUILDING WORKSHOP SERIES: THE SCIENCE OF  
FINDING AND WRITING GRANTS MODULE**

**U.S. Department of Housing and Urban Development  
Center for Faith-Based and Neighborhood Partnerships**

There are a variety of funding sources available to pay for a program or project. Public resources include funding from government agencies as well as state, county or local municipalities.

<b>Types of Funding</b>	
<b><u>PUBLIC</u></b>	<b><u>PRIVATE</u></b>
<ul style="list-style-type: none"><li>• <b>Federal Agencies</b><ul style="list-style-type: none"><li>• Two types<ul style="list-style-type: none"><li>• Competitive</li><li>• Non-competitive</li></ul></li></ul></li><li>• <b>State and Local Agencies</b><ul style="list-style-type: none"><li>• State, County and local municipalities and local government agencies. Process can be competitive.</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Foundations</b><ul style="list-style-type: none"><li>– Award to private, NP, Tax exempt (501) (c) (3) for:<ul style="list-style-type: none"><li>• General support</li><li>• Endowment</li><li>• Program or project grants</li><li>• Matching or challenge grants</li><li>• Fellowships/Scholarships</li><li>• Capital grants</li></ul></li></ul></li><li>• <b>Corporations</b><ul style="list-style-type: none"><li>– Direct giving, donations, and cause related marketing that produce income</li></ul></li><li>• <b>Professional and Trade Associations</b></li><li>• <b>Fundraising Activities</b></li></ul>

There are also competitive and noncompetitive public funds distributed by the Federal Government.

An example of non-competitive funding is HUD’s Community Development Block Grant dollars. These funds are awarded by HUD to states and entitlement communities by a formula. These jurisdictions then decide how they will spend the funds to address a community need.

Often, these “entitlement” jurisdictions allow local agencies and nonprofits to compete for funding. If

awarded, the organization must agree to follow HUD’s regulations for managing and expending the dollars.

Private funds are made available from a wide range of organization such as Foundation, corporations, professional or trade organizations. In addition nonprofits conduct fundraising activities. Privately funded grants usually require less paperwork and offer more flexibility than public funds.

Today most large, significant community programs rely on a combination of both private and public dollars to cover the cost of services and operations. With every new supporter (source of revenue) there is an increase in the services that could be offered. However, each new funder also requires an increase in administrative costs to properly track and account for the funds. Public dollars always require paperwork, and sometimes it can be extreme.

There are a host of resources available from private organizations. Often local foundations offer significant funding to nonprofits that support work within a given community or state. Corporations headquartered in a city have been known to give generously to the state or community they are housed in. Seattle and Washington State have benefitted greatly from the Gates Foundation (as have other charities throughout the world.)

## Resources - Private

- **Foundations**

- Family  
– Corporate

- Community  
– Industry-related

- **Corporations (including financial institutions)**

- Grant or in-kind donation
- “WIIFM” Factor

- **Local Organizations**

- Service Organizations
- Public Charities
- Interest Groups
- Fraternities/Sororities



Corporations support communities in various ways including providing materials or other in-kind donations. Nonprofit seeking resources should be prepared to show the “What’s In It For Me” benefit of programs and projects they administer. In other words the funders should see a direct connection between the support they provide and the impact their resources

have on the community they have a vested interest in.

Local Organizations (as well as individuals) round out the list of places where a nonprofit can go for financial support.

Access to federal resources is only a web search away. The grants.gov website allows anyone to conduct a search for funding by agency, type of project, or other criteria. From this web site you can also pull down an application or “Notice of Funding Availability” (NOFA) to determine if it is a program you may consider as a possible funding

## Resources - Public

- **www.grants.gov**

- Website for ALL Federal Agencies
- Search engine
- RSS feeds



- **State, County & Municipal websites**

- Many States make applications available on-line
- County and local governments create their own processes for funding programs and projects

## Federal Grants

- **Organizations, not individuals, typically apply for public resources**
  - Institutions of higher education
  - Local government agencies
  - Non-profits
  - Hospitals
- **In order to apply for Federal funding, an organization must have a DUNS number**
  - Call 1-866-705-5711 or visit

<http://fedgov.dnb.com/webform>

source.

As mentioned previously there are nationally competitive programs where applications are sent to DC for review. In addition, for HUD and some other

## Types of Federal Assistance

- **DISCRETIONARY** – applicant submits grant proposal to a Federal Agency (nationally competitive)
- **FORMULA** – applicant submits grant proposal to a State or other Public Agency (locally competitive)
- **OTHER** – funding opportunities that are not traditional grant programs

You can download the “Connecting with Communities” guide from the hud.gov website. The link for the 2008 guide is at:

<http://www.hud.gov/offices/adm/grants/nofa08/snuserguide.pdf>

## Finding Federal Funds

- **CFDA.gov** - the on-line Catalog of Federal Domestic Assistance which lists all of the funding opportunities available to the public. (each program has its own identification number)
- **Grants.gov** - a single access point for over 1,000 grant programs offered by 26 Federal grant-making agencies, as well as some state and local governments
  - Register at grants.gov for notification and RSS feeds

Federal grant applications are published in the Federal Register. A grant writer will need to retrieve the application package from the web after registering in the Central Contract Registry. Information on this process is provided in the appendix. In addition you can view the General Section of HUD’s Competitive Program’s NOFA at [www.hud.gov](http://www.hud.gov)

Federal programs, funds are provided to states and communities based on a formula. In turn these jurisdictions often allow local agencies to compete for these funds. Agencies awarded locally controlled federal funds become sub-grantees and must still follow all applicable Federal laws regarding the use and distribution of the dollars.

## Federal Formula Funds

**Block grant (formula) programs are awarded to state, local communities, or agencies. For HUD, Community Development Block Grants, HOME dollars, Emergency Shelter Grants and Housing Opportunities for Persons with Aids are all Block Grant Programs. Local agencies must apply to these agencies directly for support.**

See HUD’s “Connecting With Communities” brochure at <http://www.hud.gov/offices/adm/grants/nofa08/snuserguide.pdf>

Two web sites – CFDA.gov and Grants.gov provide access to information on funding opportunities. On grants.gov you can subscribe to be alerted when specific types of grant application are made available. A new feature is the RSS feed, the site explains how to sign up for this notification service.

## Grant Application Notice

- Published in the Federal Register
- Access via the Web ([grants.gov](http://grants.gov))
- **Register to access electronic application**
- Usually includes a link to the actual application package with contains all of the vital information about the competition
  - Selection criteria
  - Program priorities
  - Contact information for program office
  - Required forms
  - Deadline

## Is Your Organization Ready?

### Is Your Agency Ready to Find, Apply and Manage a Grant?

- Mission, Vision & Values Statement
- Market Analysis or Feasibility Study
- Strategic Plan & Budget Estimate
- Fundraising Plan

There is a specific process for registering your organization in order to apply for federal funds. The process is fully explained on the grants.gov website.

***Do not wait to register your organization in the CCR, do it now.*** Only organizations properly registered can submit an application for federal funding. (*You must recertify each year!*) The process can take up to two weeks. Registering should be done as soon as your organization decides it is ready to seek federal funds. Waiting until the application

package is available will take up time better spent on preparing your submission.

Now that you know that there are resources to pay for your program or project, it is time to assess how prepared your organization is to seek funding.

This workbook contains sections to help your organization to become ready to seek and then manage resources for the community program you wish to undertake. To conduct a successful program your organization needs to understand and accept:

How the program being proposed will further the mission, vision and values of your organization.

That the program being proposed addresses a community need supported by statistics and valid data.

That the program being proposed is one that is supported by the overall community as well as those who are the potential beneficiaries.

It is feasible for your organization to take on the project because it has staff with the necessary skills, capacity and experience to conduct a successful program.

An analysis has been conducted that shows there is a gap in the services/programs offered in the community that your proposed program will help meet.

Your organization has conducted strategic planning and has studied how the new program will impact it and determined that should move forward.

There has been a realistic budget estimate done on the cost of the program

There has been a fundraising plan developed to fund the program now and continue it in the future. If for a capital projects (bricks and mortar) there are funds to operate the facility once constructed.

## **When reviewing a NOFA keep note of:**

- **Who is eligible to apply for the funds?**
- **When is the application due (deadline?)**
- **What is the award amount per grant?**
- **How many projects will be funded?**
- **Who is the program contact?**
- **Is there matching requirements?**
- **Is there page limit, or other special instructions?**

When you discover a potential funding source, review the application and answer the following questions based on the information provided by the funder.

Who can apply? If the funder only wants applications from Certified 501 (c) (3) nonprofits, do not apply if you do not have the certification; it will be a poor use of your time and energy.

Due date? If you cannot spend a reasonable amount of time developing a competitive application, do not push to “get something in”.

This wastes resources. Funders prefer to read complete and well thought out applications and

have little time for poorly constructed proposals. Federal applications have a set date and late applications are generally rejected. Most public funders do not accept late applications. If you have a question about the due date, ask early on in the development phase.

Federal grants generally list the expected amount of funds that an organization can receive. Do not ask for more than is recommended. **NO ONE GRANT WILL FUND YOUR ENTIRE PROJECT.** You will need multiple sources of funds for your project.

Note how many awards for funds are planned to be granted. The fewer the number of grants awarded, the higher the competition.

Keep track of the name and contact person listed in the application. You will need this if you need clarification of any part of the application package.

Keep careful notes of what information you need to include documenting other funding and resources to be used for the program.

Pay close attention to any special instructions.

Remember the “Golden Rule.” Those with the gold make the rules.

Other information you need to know:

How can you obtain the application package? If it is federal, remember you

## **Key Questions continued**

- **Where can I get the application?**
- **How and where do I submit the application?**
- **Does the mission of my organization match up with the goals and objectives of the program described in the application?**
- **If I receive the funds, can my agency effectively administer the program?**

need to be fully registered and certified in grants.gov.

All of HUD's applications must be submitted electronically. Most other federal agencies have also gone to electronic submission. Assess your office technology to ensure you can download, save, store and then submit an electronic application. You will need a high-speed internet connection to submit an application electronically.

Look again at the mission of your organization. Does it match the goals and objectives of the program described in the application?

If you get the funding, do you have the capability of managing the funds and adhere to all of the regulatory requirements that go with the funding. Most dollars have strings, meaning there is paperwork required to administer and track the dollars received. Federal dollars have the most strings resulting in a complex management process.

## Establish a Timeline

- **Recipe: 2/3 planning and 1/3 writing**
- **Research program well in advance**
- **Assess time available to draft the application and determine if it is feasible to go forward**
- **Finalize any required partnerships in writing**
- **Complete all necessary registrations**
- **Submit grant application AT LEAST 48 to 24 HOURS prior to the deadline**

Draft a timeline to accomplish all the tasks associated with crafting your grant application

As previously mentioned, make sure there is sufficient time to craft a good, well reasoned application.

If you apply for federal funds remember to register. Also, make sure that each year you recertify your agency in grants.gov.

Never wait to submit the application the day it is due. Always submit it early, 48 hours or even earlier. Submit during working hours

when the grants help desk is staffed in case you have difficulty.

A grant writer or the writing team will need to be organized and have an understanding of the organization, program operations, funding and partnerships. The leader of the team must be able to track the process of crafting the document, obtain necessary approvals and signatures, and keep to set deadlines for completing elements of the application.

If an individual is charged with writing the application they must have access to all the information necessary to complete a competitive proposal. In addition there should be one or two people available to review the package prior to submission.

## Writing the Proposal

- **Select the team or individual to write the grant application.**
- **Break the project down into elements and assign completion time frames to keep the process moving.**
- **If only one person is writing the proposal, ensure that they have ready access to all the information / staff / partner agencies necessary to complete the application.**

## Writing the Proposal continued

- Leave time to properly review the application prior to submission
- Ensure the submission is “reviewer friendly”
- Have all partnership agreements, and financial commitments completed prior to grant application submission

Do not leave partnership agreements to the end. Complete all agreements and any other required forms as early as possible.

Use the NOFA (RFP) to develop a worksheet to guide your writing process. Using the information in the RFP will ensure you do not miss any issues that the program description lists as important.

For example - If the NOFA asks how you will reach out to potential clients, you should list how your target population will learn about

your program (referrals, flyers, publications, partner agencies case managers, etc.)

## Use the RFP to develop a worksheet:

LIST ITEMS TO BE ADDRESSED IN YOUR NEED STATEMENT	DEFINE THE KINDS OF DATA YOU NEED TO ADDRESS	LIST POTENTIAL SOURCES FOR THE DATA
<i>Demographics and economics of the community being targeted for services</i>	<i>racial mix</i>	<i>Census</i>
	<i>employment and poverty rates</i>	<i>Census / Labor Department</i>
	<i>income levels</i>	<i>Census / Labor Department</i>
<i>Define in detail specific needs of the community – using hard evidence that the needs exist</i>	<i>education levels, school quality</i>	<i>Education Department / local school district</i>
	<i>teen pregnancy, single parents</i>	<i>Social Services Department / Youth Department</i>

Other Things of Importance (Use the Space Below to Answer the Following Questions)

How will you screen clients if you have limited resources?

What restrictions, if any will be placed on potential clients?

What partner agencies will be assisting with referrals?

Is there other information needed to document the expected number of people to be served by your program?

All grants require the same basic information:

## Common Elements of NOFAs, RFPs and Grant Applications

All funding proposals want the same basic information:

- **NEED** - What is the problem, where is it taking place and who is impacted
- **CAPACITY** – Why your organization is best able to address the problem
- **SCOPE OF SERVICES (work plan)** – What will you do with the funds to address the problem

The funder will provide information within their application what they want to support. Their intent should match the intent of the program being proposed. A funder supporting local health clinics may not support a housing rehabilitation program that includes eliminating lead based paint. Even though there is a connection between contaminated housing and elevated blood lead levels in children. A better fit might be to ask for support for the testing of children at the clinics to further determine the extent of the problem.

## Common Elements continued

- **BUDGET** – What is it going to cost and who else is contributing funds
- **EVALUATION** – How will you evaluate the impact the program has and how will you use the evaluation information for reporting successes. How will the evaluations be used to guide the program as it goes forward.

## Common Elements Restated

- **Identify and prioritize community needs and problems**
- **Document capacity to perform the program that will address the needs**
- **Detail the plan of services to be provided including; delivery, partnerships, location, expectations and the evaluation strategy to be used to show a measurable change in condition for participants. Prepare a Logic model**
- **Detail the costs and include a narrative**
- **Complete all required forms, certifications and reviews prior to submission**

NEED for Project

Why should this program be the priority?

The first item, NEED is where the problem being faced by the community is fully explained and supported by statistics and other relevant data.

## **Need for Project**

- **Explain how community need ties into the grant program's purpose**
- **Use most recent statistics**
  - Utilize [census.gov](http://census.gov) (American FactFinder)
  - Local government data sources, reports and plans, community assessments, etc.
- **Compare target area to region and nation**
- **Demonstrate through facts**
- **Avoid jargon and rhetoric**

## **Need Statement**

- **WHO is affected?**
- **WHAT is happening?**
- **WHERE does the situation take place?**
- **WHY is it a problem?**
- **WHAT ELSE can you tell us about the situation?**
- **Who else thinks it is a problem?**
- **What are the underlying causes?**
- **What are the effects of this problem?**

Analytical Techniques can include:

Compare to a Peer: Target neighborhood to a nearby neighborhood

Compare to City/Region: Compare target neighborhood to entire city

Track Neighborhood Change: Track neighborhood change with change in city or region over time.

Look at the spread range: Groups at less than, equal to, greater than in comparison between neighborhood and city or neighborhood to neighborhood

## **Need Statement**

- **Accurate picture**
- **Convince reviewers**
- **Urgent problem**
- **Build a strong case**
- **Straight forward, powerful statement**
- **Use the most important facts and statistics and use verifiable local data and facts about the target population**

In framing the project, ensure you state it in terms of the clients, not the agency providing the service.

In other words, the agency does not lack the funds to provide a service. Instead, there is a critical need in the community for a particular service. There are insufficient resources to address the need. Given additional funding and support, XYZ nonprofit will be able to provide this much needed service to the target population, x

number of hours a day, y number of days a week. In a given period of time, participants will demonstrate a change in condition. We will evaluate participants on a regular basis and document the changes, and use the evaluation process to improve service delivery.

Always avoid circular reasoning:

Circular Reasoning is best explained by an example:

“We do not have a community swimming pool”

“We should have a pool”

“We will know we are successful if we do/or do not build a pool”

“We are successful because we now have a pool”

### Need Statement

- **Credible sources**
- **Don't make claims that go beyond the data.**
- **Use hard and soft data**
  - statistics
  - facts
  - stories
  - anecdotal information
- **Don't use circular reasoning.**
- **Show that people will use your program**

However there was no analysis if a pool was wanted or necessary. What is an adjacent community recently completed construction of a large regional community center with a swimming complex.

### Six Basic Approaches

- **Key informants**
- **Community forums**
- **Case studies**
- **Statistical analysis**
- **Surveys**
- **Studies of literature and research**

### Where to look for data:

- **Census data** ([www.census.gov](http://www.census.gov)), and American Factfinder
- **State agencies**
- **Local governments**
- **Local community groups**
- **Colleges and universities**
- **Local, state or national foundations**
- **State, regional or national associations**
- **Self-generated data** (survey “customers”)

For other information you can look at the American Community Survey (ACS) of the U.S. Census) which replaced the long form for gaining detailed community information. You can link to the ACS from: <http://www.factfinder.census.gov>

## Capacity

Why Your Agency is the BEST Agency to Conduct the Program.



The next major component of most grant applications is the **CAPACITY** of the nonprofit to conduct the program and perform the work.

### Capacity

- **Why is your organization the best one to provide the service or perform the program?**
- **Have you the staff with sufficient experience to perform the services you plan or will you hire? Will consultants be involved?**
- **Can you collect and secure the information on clients served, and can you meet reporting requirements?**
- **Can you operate on a reimbursement basis?**

New nonprofits often have a difficult time showing that they have the capacity to perform the work outlined in their “Scope of Services” – or work plan.

A new organization can seek out a larger organization to sponsor a program allowing it to be a sub-grantee of theirs. This will enable the program to be started without having to seek 501 (C) (3) status. In addition, being a part of a larger organization gives the program legitimacy early on. Once established and operating, the program can go on to become

independent of the sponsor organization.

Information on your organization’s capacity should be readily available and can be collected in advance of finding a NOFA or RFP. Another suggestion is to utilize the experiences of your Board. They can become a working Board with direct oversight of your program until your agency has sufficient capacity to fully run the project.

### Staff and Organization Profile

- **Your mission and how this program fits**
- **History, structure, programs, expertise**
- **Who you serve, how many people, why they rely on you**
- **Experience of key staff**

## Project Personnel

- **Provide detailed job descriptions**
  - Paid staff
  - Volunteers
- **Highlight qualifications of proposed staff**
  - Include resumes (if applicable)
- **Demonstrate staff's ability to relate to target population**
- **Address staff's professional development**
- **Align salaries with time and effort**

Most nonprofits work with an extensive list of volunteers. Volunteer hours can be counted as part of the resources brought into the program. Check with partner organizations to see the hourly value of volunteer time and reflect it within the program budget.

However, if counted as a contribution, you must track the hours of service contributed for all volunteers and keep the records for monitoring purposes.

Prepare an agency resume and keep it current and readily available for use in proposal

development.



## Work Plan

### Scope of Services

This section details the scope of services provided to the target population, in a given geography, for a set period of time using the resources outlined in the budget.

The Scope of Services provided to the target population, in a given geography, for a set period of time using the resources outlined in the budget

The Work Plan (for HUD NOFA's it is the Scope of Services) is the heart of the application. This section provides the details of the program being proposed, how it will be administered, where the services will be located, who will be served, how clients will be recruited, and how the impacts of the services will be monitored and reported. The project design should clearly reflect how the proposed program of services will address the problem highlighted in the NEED statement.

No agency works alone. Remember to provide clear information on the roles your partner agencies will play in delivering services.

## Work Plan – Project Design

- **Should meet the stated need**
- **Reflect the life of the grant project**
- **Demonstrate a well thought out plan**
  - Note studies and research findings
- **Detail recruitment of target population**
- **Build community partnerships**
- **Develop contingency plans**

Remember, you do not need to reinvent the wheel. There are model programs existing across the country being successfully implemented by small as well as large nonprofit organizations. Research how other communities are handling local problems and replicate programs that have shown measurable success.

Various methods for meeting a need could include providing a service at a set location, door-to-door, and through a web site thereby tailoring the service to the needs of an individual. It all depends on the circumstances and conditions that best fit persons receiving the services and the resources available to provide assistance.

### **Approach/Implementation Plan**

- **Involve stakeholders and “customers.”**
- **Address cultural competency**
- **Describe you partners and what they will specifically do**

It is important to reach out to your target population as you craft how your work plan will be implemented. In your implementation plan you should ensure that once you are up and running, your clients will be able to take advantage of your program. For example, if you only offer a first-time-homebuyer class on weekdays, it will be difficult for working families to attend. Offering the program at night might

be a better alternative, but it could present daycare issues for parents who wish to attend or how often the program is offered to be given in a second language may not be clear without input from the community.

### **Project Services**

- **Incorporate proven methods to accomplish the program’s goals and objectives**
- **Tailor services to benefit the target community**
- **Vary methods of meeting the need**
- **Emphasize individualized services**
- **Cite examples of activities**

If you are relying on partner agencies to provide a service that is critical to the success of your program, be fully aware of their capacity to meet the demands of the program will place on the organization. Prior to submitting your grant application secure a Memorandum of Understanding (MOU) between your organization and any partner agencies. The

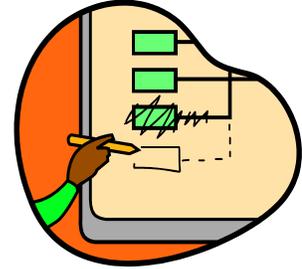
MOU should outline the full extent of services your partner(s) will provide including any specific information on compensation and reporting. If your organization is taking lead on the project you must make sure your partner agency understands what records need to be kept, how payments will be handled, insurance and liability issues and what approval process has been established for any change in services. ( A Sample MOU is in the appendix.)

Most nonprofits work with an extensive list of volunteers. Volunteer hours can be counted as part of the resources brought into the program. Check with partner organizations to see the hourly value of volunteer time and reflect it within the program budget. However, if counted as a contribution, you must track the hours of service for all volunteers and keep the records for monitoring purposes.

## Evaluation

How will you know you have met your objectives?

How have you created *CHANGE* in your target population?



Today all granting organization REQUIRE accountability of their grantees. Organizations must demonstrate both *commitment* and *competence* in a highly demanding environment. Results are in the lives of people *outside* the organization. A strong evaluation strategy is an essential part of any program proposal.

Today all granting organization REQUIRE accountability of their grantees. Organizations must demonstrate both *commitment* and *competence* in a highly demanding environment. Results are in the lives of people *outside* the organization. A strong evaluation strategy is an essential part of any program proposal.

## Project Evaluation

- **Measure goals and objectives**
  - Are they ambitious and attainable?
  - What indicators will demonstrate progress?
  - Are they achieved through services?
- **Review project performance monthly or on a quarterly basis**
  - Does it meet the need outlined in the proposal?
  - Can the program be successfully replicated?
- **Include staff input and participant feedback in determining program success**

## Measuring Results

- **Outcomes are benefits to:**

- Individuals
- Families
- Organizations
- Communities

... from their participation in a program or service.

***Outcomes are always measurable and answer the other big “So What?” question***

The evaluation strategy may be part of the work plan or may be a separate section of RFP or NOFA. For HUD, project evaluation requires submission of a Logic Model. One of the biggest keys to creating a valuable evaluation strategy is to understand the difference between “outcomes” and “outputs.”

Outcomes are the measurable benefits achieved through the program, such as:

Increase in participants’ knowledge

Change in how participants think

Change in what participants can do

Change in participant behavior

Change in participant conditions as a result of the program.

Outcomes must be:

Simple, clear and understandable

Realistic

Manageable

Identifies a specific group of clients

Specifies a time frame

Measures an end, not a means to an end

Outcome measures are taken after service has been delivered

**Outputs**  
The Number or Volume of Things Done

**QUANTITY Examples:**

- Number of houses built
- Number of counseling sessions conducted
- Number of jobs created
- Volume of educational materials distributed
- Number of participants served

**ACTIVITIES CREATE OUTPUTS**

See the following example:

The goal of the XYZ Homebuyer Education Program is to offer participants information on purchasing their first home, give them skills to ensure they retain the home they purchase and provide them information to prevent them from taking on too much debt or falling victim to predatory lending practices.

The original application anticipated the following would occur:

After one year 10 classes would have been held, and 220 potential homeowners would be provided homebuyer education. At least 130 would go on to purchase homes by the year’s end and none would fall prey to predatory loans.

The actual results of the program after two years are:

Output Yr 1	Outcome Year 1	Outcome Year 2
10 Homebuyer classes held, 200 potential homebuyers participated	85 participants purchased a home with a 30 yr. fixed rate non-predatory mortgage.	81 participants still in their home 20 additional Yr 1 participants purchased a home – 30 yr, fixed rate non-predatory mortgage 4 - yr 1 homebuyers lost their homes due to economic problems 3 – yr 1 homebuyers refinanced into predatory loans



## Budget

How much will it cost and who is helping to pay for it?

There is a full section in the guide book on Financial Management to aid in defining issues related to budgeting. For the purposes of this presentation the key items to remember are:

- ensure the budget correctly reflects all resources
- properly document leveraged resources

### **Budget**

- **Budget for the life of the grant**
  - Allowable costs
  - Indirect Cost Rate Agreement
  - Cost of living increases
- **Address matching requirements (letters of commitment, MOU's)**
- **Seek non-Federal support**
- **Focus on sustainability**

Ensure your application accurately shows you are only requesting funds for costs allowable under the NOFA.

Other funders must provide a letter of commitment (or MOU) on letterhead clearly stating what they are contributing, what the funds will be used for, the time frame that the funds will be provided, and any conditions related to the funds. The letter must then be signed by an authorized official.

As previously mentioned all grants are temporary and the long term viability of the project is secure and will be continued once the grant funds are expended.

Here is a very simple budget form showing some typical categories. All government grants provide budget forms that must be completed and many private funders do as well.

Budget	Source	Public	Private	Total
Salary and benefits				
Insurance and Taxes				
Travel / transportation				
Printing and copying				
Space and Equipment				
Audit and Legal Expenses				
Other / Miscellaneous				

And now a brief word from our sponsor...

#### Federal Applications

SF refers to Standard Forms. Most federal grant program use a number of standard forms and supplement the application package with specific agency forms tailored for a particular program. There are generally a series of certifications and assurances that must also be submitted. These include Anti-Lobbying certification, Drug-free Workplace, etc.



#### Completing a Federal Application

- SF 424 “face page”
- SF 524 budget form
- Budget narrative
- Certifications and assurances
- One-page abstract
- Application narrative
- Appendix

If you are required to provide an abstract or project summary prepare it **after** the application is completed. This allows you to pull out highlights from each section to prepare a comprehensive overview of the application.

**ONLY** include items specifically called for in the NOFA.

As stated throughout this workbook - Register EARLY in grants.gov! Review the NOFA carefully. If there are citations or regulations that are unfamiliar do not skip them, ask for clarification. Once an agency is awarded and accepts federal funds there is an obligation to comply with all program requirements.

## A GRANT IS A CONTRACT!

Failure in compliance is serious, it is a breach of contract and the funds could be terminated. Agencies found out of compliance are generally required to pay any expended funds back to the government.

## Submitting the Application

- **See application notice for submission details**
  - Grants.gov
  - Agency-specific Web portal
  - Hard Copy in the mail if required
- **Be aware of registration procedures and complete all paperwork early**
- **Allow time for application to be submitted (especially if it is an electronic submission)**
- **Determine the application's deadline – including both date and time**

## Processing the Application

- **Received by the awarding agency**
- **Given a unique ID number**
- **Screened for edibility**
- **Reviewed by a panel of experts**
- **Scored and ranked**
- **Recommended for funding**

The application is electronically submitted to grants.gov prior to the due date. Once the due date is passed, all applications are electronically sent to HUD's program office. Once submitted the Department reviews the application for completeness and rates and ranks it on how it meets the NOFA's requirements & the programs intent.

## Selection Criteria

- **Reviewers look at how the application addresses questions related to:**
  - Need for the Project
  - Program Design
  - Project Services
  - Personnel
  - Project evaluation strategy
  - Budget
  - Partnerships and Community Support
  - Program or project history

After it is determined the application is complete and the applicant eligible, the package is rated and ranked. All applicants are awarded funding based on their score, highest scoring application first. Once all funds are obligated the threshold score is determined and all remaining applications falling below the threshold are rejected.

## Valuable Resources

- **Technical assistance**
  - Workshops
  - Web casts ([www.hud.gov](http://www.hud.gov))
  - Conference calls
- **Federal or State program contact**
- **Grant.gov customer response information**
  - 1-800-518-4726
  - [support@grants.gov](mailto:support@grants.gov)

There are a host of resources available for grant writers seeking additional information on federal programs. Contact your local HUD office for additional information.

# Ten Tips for Successful Grant Writing

## **Read and reread the grant announcement.**

Have everyone that is working on the preparation of the proposal read the grant announcement several times to ensure that everyone is interpreting the requirements the same way. If necessary, double-check your interpretation with the agency's grant writer before completing the proposal. Make an outline of the mandatory elements of the proposal and assign the elements to a specific member of the grant writing team.

## **Develop a comprehensive strategy.**

Each proposal should read like a story. It should take the scorer from program development, preparation, through implementation, and evaluation.

## **Follow all Instructions.**

The funder develops the instructions for a reason. Follow them all specifically. Otherwise, your proposal may be rejected. Be especially mindful of the mailing instructions, due date, and thresholds.

## **Write from the funder's perspective.**

Persons selected by the funder to score proposals come from all backgrounds. Be concise and clear about your organizational experience, community issues, key positions, project details, and evaluation measures. Do not use acronyms, program jargon, or abbreviations. Scorers are not necessarily familiar with the program, your community or even the issues the grant is designed to address.

## **Build your case.**

An overwhelming number of proposals are not funded because the applicant did not prove an urgent and significant need for the funding. Fully describe the problem by detailing who, what, how, when, where, why and why others besides your organization claims it exists.

## **Support your claims.**

Document, Document, Document. Be sure you have sufficient statistical and analytical data to support your case. Always compare your local statistics to regional and national figures. Provide the data in easy to read charts or tables for the scorer, not text.

## **Develop a detailed budget.**

Besides the basic income and expenses budget format, indicate the method used to determine each line item. Fully outline the total cost of the program, what portion the grant will cover, and all other expected funding sources that will be used to complete the project.

## **Have the proposal proofread.**

Don't wait until the last minute to proofread the drafted proposal. As sections are completed, review them for accuracy, cohesiveness, grammar and spelling. Once the final draft is completed, have someone knowledgeable about the program and your agency read the proposal. Have them score it against the funder's criteria and give you their perspective on the overall tone, believability, readability, and comprehensiveness of the draft.

## **Make it look good. Looks Do matter.**

Whenever possible, add pictures, color, graphs, charts, tables, highlights, bullets, double-spacing. Etc. It makes it more interesting and easier to read for the scorer.

## **Make all final copies identical.**

Make all copies identical. Photocopying omits color, can be fuzzy and can possibly lose pages. Don't risk it.

# Case Scenario

## Hope's Community Development Corporation (HCDC) Youth for Truth Housing Development Program

### Pilot Program Outline

Participants in Youth for Truth (YfT) will construct two homes per year (total of 6 over three years) on lots valued at \$50,000 each, donated by Hope City to the Hope Community Development Corporation (HCDC). The HCDC is lead on the project and will partner with The Wisdom Community Society (WCS) as well as other organizations. In addition to the WCS, other partners in the effort are: The HOPE School District (School District), the HOPE Applied Technology Center (HATC) and the Home Builders Association (grant of \$50,000 per year for three years - total \$150,000). This is a pilot project and additional homes will be constructed by YfT in the future they will be self sustaining with profits earned from home sales.

The WCS will provide mentoring and, leadership development for the youth and will coordinate training and educational opportunities offered by the School District and HATC. The HCDC will take lead on constructing the homes with the students performing all construction tasks. The WCS will coordinate student services and ensure all students are transported to and from construction sites, attend educational and vocational classes and meet with their mentors on a regular basis. Educational classes (arranged through the School District) and vocational classes (conducted by the Hope Applied Technology Center (HATC)) will be offered in the morning; house construction will take place from noon to 4:00 pm Monday - Thursday. WCS will assign an adult mentor to each student for the duration of the program.

The School District will provide buses for travel to/from the school to construction sites and/or the Applied Technology Center. In addition, the School District will provide students individualized educational programs tailored to each student's need. The program will give students the chance to raise their grades through intensive tutoring and specialized course work. The School District will also make the school's shop facilities available to YfT students

HATC will provide each student with four days of building trade course work covering all basic homebuilding systems. The courses will be taught through an open enrollment system to allow students to learn at their own pace.

The HCDC will screen potential homeowners and will hold a lottery to choose the final recipient for each completed home. Each chosen homeowner will be required to attend financial literacy training conducted by the HCDC.

The HCDC will provide construction management for the project, pull all permits and ensure each home is constructed to code.

## Background

Hope City is a mid-sized community of 60,000. It is a racially diverse city, where 25% of the population is composed of ethnic minorities. Locally, the City has a number of positive as well as negative issues facing its residents. According to locally collected statistics, there have been positive signs that the economy is growing. Eight hundred acres of land adjacent to the City's current limits has been annexed, expanding the City's boundaries. Of those, ten acres containing five construction-ready lots have been sold at a discount to the HCDC and two lots have been granted outright in support of the YfT program. The appraised value of the each lot is \$50,000. Within thirty minutes drive of the City, new industrial and commercial permits have been issued, creating an increased demand for housing for workers of various incomes.

Hope City receives approximately \$400,000 per year in Community Development Block Grant (CDBG) funds from HUD. In the past, the City targeted CDBG money for infrastructure projects in the older, lower-income areas of the city. Funds have also been used for housing rehabilitation of older homes owned by seniors living on fixed incomes.

The demand for affordable rental housing has increased as a high percentage of multifamily property owners have been escalating their rents to force out lower income tenants, allowing apartments to go to persons who can pay higher rents. A significant number of single female heads of households and older renters have been impacted by the diminished stock of affordable apartments.

Hope City has also seen demand for single family housing increase over 40% within the last two years. This demand has resulted in property values increasing and the bulk of new single-family housing construction has been focused on large, upscale homes in the \$400,000 to \$900,000 range. The City has tried to limit growth through zoning changes limiting density in development projects.

There are relatively few "workforce" housing units being proposed at this time. The cost of a modest, older three-bedroom home within the city has increased from \$160,000 to over \$240,000 in the last three years. Land is becoming more expensive and the City has begun to consider increasing development fees (impact fees) to help pay for new roads and infrastructure. These costs will be passed along to homebuyers.

In the past, the City was renowned for its textile and furniture industries. Manufacturing had attracted many minorities to locate in the City and seek work. The community has experienced a significant economic slump due to manufacturing capability being increasingly exported to foreign countries and local plants relocating. Much of the downtown has suffered and many stores have been converted to convenience shops and fast food franchises where workers now earn low wages. Housing in the community also reflects the change in economic conditions. Many single-family homes have been converted to rental properties and the housing authority has a waiting list of over 800 seeking housing assistance (Section 8 and public housing). The City has had to increase property taxes to cover community obligations and the increases have taken a toll on elderly and low-income homeowners.

The community has seen other impacts on local employment, especially for youth. In the last five years the high school drop-out rate has increased from 9% to 30%, the majority of these being minority students. Another serious trend is the increase in gang-related activity. What started as incidents of graffiti in and around the downtown area three years ago has escalated. Recently two youth were killed in a gang related drive by shooting two blocks from a local high school. Police are now arresting on average 20 youth each weekend for petty crimes and drug and/or alcohol offences.

Local political leaders and community groups are meeting on a regular basis to devise a response to the issues facing youth in the community. Two local organizations, WCS and HCDC are at the forefront, planning a number of neighborhood interventions to address some of the problems facing the City.

Wisdom Church for Spiritual Enlightenment was founded in Hope City in the early 1920's and has an active, growing congregation. The Church recognized a need within the community for more organizational involvement to address a series of social problems, so they established the Wisdom Community Society (WCS). This small non-profit received their 501(C)(3) designation by the IRS in 2000. Since its establishment, WCS has created a number of programs to aid the community, especially the residents living on the side of Hope where poverty is high, housing conditions problematic, educational levels are falling and crime increasing. WCS has developed a successful financial counseling program offering a six-month financial literacy "one-on-one mentoring program" for low-income residents. Since its incorporation, WCS has partnered with Habitat for Humanity and has built two homes each year. WCS has also operated a highly successful after school program since its founding.

One of the programs WCS is most proud of is its Youth for Truth (YfT) program. YfT was developed three years ago and currently has 35 participating teenagers. The program offers recreational and mentoring opportunities to teens that have been in trouble with the police. Most participating students are minorities have either dropped out of school or have falling grades. Many of the teens have troubled home lives and 16% have a parent currently incarcerated.

The program has had some success. Of the students involved, 80% have not reoffended. Twenty-six students returned to school and have now graduated from the program. Ten have returned to school full-time and eight are working full time. Outside foundations have supported the work of this WCS program (private funding for the program averages \$80,000 per year.)

WCS has received a special one-time five-year grant totaling \$200,000 from the Wisdom Church for Spiritual Enlightenment Foundation to improve conditions of city residents living in poverty. So far they have used the funds to fully equip an office near the church, but there are only four computers available to community members enrolled in the literacy program. The Church subsidizes office space costs for WCS, thus annual operating cost for their office is only \$2,000. Approximately \$160,000 is still available in the account and can be dedicated to any program currently operating or being considered.

HCDC is a 501 (C) (3) designated organization that has been around for eight years. It has ten full-time employees. The executive director has 20 years construction and housing finance background. Staff consists of four financial counselors, three construction supervisors, an accountant and a program manager. A grant writer is on contract. They have a team of 20 dedicated volunteers who assist with construction projects. The agency has won awards for its affordable energy star compliant home designs

from the local chapter of the American Institute of Architects. Currently, they are concentrating on building energy star, fully accessible homes with zero-step entry, wide doors and hallways so that all of their homes will meet the long term needs of families as members age.

Since its inception HCDC has constructed 47 single family homes for residents earning less than 50% Area Medium Income (AMI). The projects have been a huge success and have vastly improved the neighborhoods they have been built in. Through the HCDC, homeowners receive down payment assistance from the City and qualify for a low-interest, 30 yr. fixed rate mortgage (4%). The HCDC is planning on expanding its affordable housing program by building on lots recently annexed by the City.

## Hope City Statistics Summary

Population	60,000
Minority population	25%
Poverty rate	25%
Owner-occupied SF Homes	50%
Drop-out Rate	30% (25 % minority)
Single Head of Household	37%

Wages	8% population 0 to \$12,000
	11% population \$12,000 – \$34,000
	19% population \$34,000 – \$48,000
	43% population \$48,000 - \$63,000
	8% population \$63,000 - \$100,000
	11% population \$100,000 – an up

Avg. sale price new 3 BR SF home \$275,000 (2008)

Avg. sale price existing 3BR SF home \$225,000

HOPE City received \$400,000 in CDBG funds for FY 2008

Habitat for Humanity builds approximately four homes per year; however recent increases in land costs have limited their construction ability.

HCDC builds ten homes on average per year. The HCDC will screen potential homeowners and will hold a lottery to choose the final homeowners for each completed home. Each chosen homeowner will be required to attend financial literacy training conducted by the HCDC.

HOPE City is considering placing an inclusionary zone on the newly annexed property to require 15 % of all new housing units built to be affordable.

HOPE City is considering allowing density bonuses for developers of “workforce” housing.

The City’s down-payment assistance program provides up to \$3,000 in closing costs for qualified first time homebuyers.

Within the last seven years the HCDC has constructed forty-seven new single-family homes for families making less that 50% Average Medium Income (AMI)

WCS's YFT program has been operating for three years. Twenty-six students have graduated from the program, earned their High School diplomas and have not reoffended. Currently thirty-five students are participating in the program. Students range in age from sixteen to twenty-one, and are referred by local community policing teams or the School District. Participants have either left school or failing four or more academic classes. They receive tutoring and are each assigned a mentor who works with them to address their personal challenges.

Current statistics show that 50% of all local crimes are being committed by persons under the age of 21.

The local housing authority operates 400 units of public housing, 285 Housing Choice Vouchers, and a small (25 unit) tenant based rental assistance program funded by the County and the City. There are 800 applicants on the waiting list.

The HCDC has in place financial commitments from local lenders to provide a 30 year fixed rate mortgage at 4% on YFT built homes for qualified homebuyers.

WCS has operated a financial literacy program for residents for three years enlisting volunteers to mentor participants over a six-month period teaching basic financial skills such as budgeting, savings, credit and long-term investment options.

BUDGET:

HCDC Yft PROGRAM BUDGET	YR1	YR2	YR3	TOTAL
Personnel - HCDC				
Lead Administrator & benefits	90,000	90,000	90,000	270,000
1 - Construction Sups & benefits	90,000	90,000	90,000	270,000
1 - Admin Asst, Financial Monitor & benefits	60,000	60,000	60,000	180,000
Student Stipends (35 per yr X 3yrs)@ \$15,000 per students	52,500	52,500	52,500	157,500
1 PT Purchasing Manager	35,000	35,000	35,000	105,000
1 PT Volunteer Coordinator	30,000	30,000	30,000	90,000
HOPE ATC				
2 Program instructors	150,000	150,000	150,000	450,000
WCS				
2 PT- Transportation drivers	10,000	10,000	10,000	30,000
1 Program Supervisor	50,000	50,000	50,000	150,000
Construction				
Materials and Equipment	260,000	175,000	175,000	610,000
License , Fees, Inspections and Permits	13,000	13,000	13,000	39,000
Engineering and Architecture	13,000	13,000	10,000	36,000
Land		100,000	100,000	200,000
Transportation	20,000	20,000	20,000	60,000
Education and Tech Training	25,000	25,000	25,000	75,000

Mentoring and Leadership Train.	14,600	15,000	15,000	44,600
Follow-up and Career Guidance	17,000	20,000	20,000	57,000
OTHER COSTS				
Insurance	18,000	18,000	18,000	54,000
training and travel	4,000	4,000	4,000	12,000
misc., office expenses, mailings...	900	900	900	2,700
Contingency	2,000	2,000	2,000	6,000
TOTAL	955,000	973,400	970,400	2,893,800

FUNDING SOURCES:

HCDC Yft Program Sources	Federal	Public	Private	In-Kind	Total	Status
YEAR 1						
Youthbuild DOL Grant	400,000				400,000	applied
City of Hope CDBG	30,000				30,000	secured
Wisdom Community Society Foundation			25,000		25,000	secured
HOPE ATC		5,000			5,000	secured
School District		5,000			5,000	pending
Wisdom Home Builders Association			50,000		50,000	secured
Home Sales			300,000		300,000	pending
Pvt. Foundation			10,000		10,000	applied
HCDC (Land)				100,000	100,000	secured

Volunteers				30,000	30,000	secured
TOTAL					955,000	

See the Big Picture

Every community has problems. Concerned citizens, civic groups, nonprofits and members of faith-based organizations spend countless hours working to address the needs of citizens every day. From providing day care and emergency shelter to constructing playgrounds and sponsoring art festivals; citizens work to make a positive difference in the lives of people everywhere. But, because the needs are so great and the resources so few, there is always competition. “Problems” compete for funds, for space and for public attention. Community members should agree that the problem your organization wants to address is severe enough that it requires action and should take priority over others. Your agency must rally the troops and marshal the resources to see the project succeed.

Remember - Key elements for any program must be well thought out and contain information on:

-  **NEEDS** of the target group
-  **CAPACITY** of the program /project leader
-  **WORK PLAN** (scope of activities)
-  **TRACKING AND ACCOUNTABILITY** (evaluations)
-  **BUDGET** (funding)
-  **FUTURE PLANNING** (maintenance and sustainability)

Remember, we have learned that there are a number of key elements for any program/project to receive financial support. From the information provided in the case study, there appears to be strong support for the YfT program. One indicator is the funds that have been committed to the project so far, a second is number of partners willing to work on the program. The Case Scenario and the information provided on the first day of training will be used to answer the questions posed in the following sections.

Class participants are to work through the following questions either individually or in groups. If working in a group, choose a scribe and speaker that will report out to the other groups when called upon.

Each question may require you to play a different role. The purpose of the exercise is to have you understand the kind of information and coordination necessary to prepare a quality grant application package based on a solid program plan.

\*NOTE: The Case Scenario may not give you all of the information you need to fully answer a question. You can be creative and flexible, add anything that you feel will strengthen the proposal.\*

Read each question carefully and then answer the following questions.

**NEED (Problem Statement)**

In your group, list the problems being experienced by the City of Hope. Cite the sources of the data. Then, list other information you might need to collect to strengthen your case for creating the YfT program (include where you would look for the information.)

Problems:
Data and Source:
Other information:

You're helping the HCDC explain why the program is needed for HOPE City. Draft a very simple NEED statement for the case study project.




List any other steps necessary to show that HCDC has the capacity to lead the program? What do the partner agencies need to prove that they can fulfill their commitments?


**WORK PLAN, TRACKING and ACCOUNTABILITY**

Remember!

Most work plans require you to plan for three phases: a start-up period; full operation; and, then determine how the project will terminate, or be continued using identified resources. You must estimate how much time it will take to get a program up and running. How long will it operate? Is the project going to continue for a substantial period of time? Other questions include:

Will the program require creation of a waiting list for new students being referred by the community policing team?

What tracking will be done with students who graduate from the program?

What legal documents might be necessary to operate the program?

What approvals from outside agencies or local governments might be needed?

How often will progress be reported and to whom? How will information on participants be protected?

Is there a proper system to track expenditures, receipts and to request reimbursements?

Are subcontract agreements or memorandum of understandings with your program/project partners been drafted, approved or signed?

How will the program be internally evaluated to ensure all requirements are being met? How will it be known that objectives are being met?

How will the program be marketed?

For the Case Scenario, you are to develop a program outline for just one activity for the YfT Housing Development Program. You will do this using a simple Gantt chart:

“A Gantt chart is a graphical representation of tasks as segments on a time scale. It helps plan and monitor project development or resource allocation. The left hand side of the Gantt chart is a column with lists of tasks. The horizontal axis is a time scale, expressed either in absolute or relative time. In a Gantt chart, each task takes up one row. Dates run along the top in increments of days, weeks or months. Rows of bars in the Gantt chart show the start and end dates of each task in the project. Tasks may run sequentially, in parallel or overlapping.”

In the following Gantt chart lay out the activities for the WCS mentoring program for the youth enrolled in the YfT program. The tasks have already been identified

Task	Start	Finish	Staff Assign	2009						
				Jan	Feb	Mar	Apr	May	Jun	Jul
Screen and Secure mentors										
Train mentors										
Link mentors with students										
Assess mentor/mentee relationships										

Whatever chart or method is used, costs for each milestone can be included within the chart. This will help give an idea of what the expected cash flow needs will be throughout the project. On the cart provided estimate what you think the cost could be for each element listed.

**BUDGET**

You have been provided a preliminary budget for the program. What problems exist with the budget as proposed? What additional information on cost and financial resources do you need to provide regarding the program's costs and sources of funds?


There are a number of partners who will be working with the HCDC, one is the **WCS**. If you were the director of the **WCS**, what would your budget categories be for the YfT housing construction program that your agency would be responsible for? ***Just list the categories !***


Where would you go to find the budget information and cost estimates?


Most funders ask for budget narratives which provide additional written information on the budget. Information on indirect cost rates, price history, or other narrative explaining how costs were derived can be included in the budget section. What information would you use to draft a budget narrative for the YfT Home Development program and where would you find the information?


#### EVALUATION AND ANALYSIS

We have not gone into a lengthy analysis of evaluation strategies and only limited information has been provided on how to track the progress of a program. There is a methodology for creating a framework for tracking the progress of a program and that is to develop a Logic Model. A full day training program on developing and using logic models is in development. Details on this and other workshops will be listed on the HUD website once they are scheduled.

## Logic models

“A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve. This model provides a road map of your program, highlighting how it is expected to work, what activities need to come before the others, and how desired outcomes are achieved.” (W.K. Kellogg Foundation Logic Model Development Guide, Jan. 2005.)



A logic model illustrates how a program’s day-to-day activities connect to the results or outcomes the program is trying to achieve. There are several types of logic models and no one model fits all needs. The thing to remember is that it will enable you to show **outcomes** (changes in the lives of the participants). It gives information on how outcomes are measured and how they relate to your stated objectives. The web site where more information on Logic Models can be found on the internet at <http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>.

There are a number of websites that list lengthy explanations on logic models. To further assist with understanding logic models, there are additional development guides provided in the training materials.

Key elements of a Logic Model:

Inputs:

What are you contributing to the program or project (staff, volunteers, time, money, equipment, partners, etc.)

Outputs:

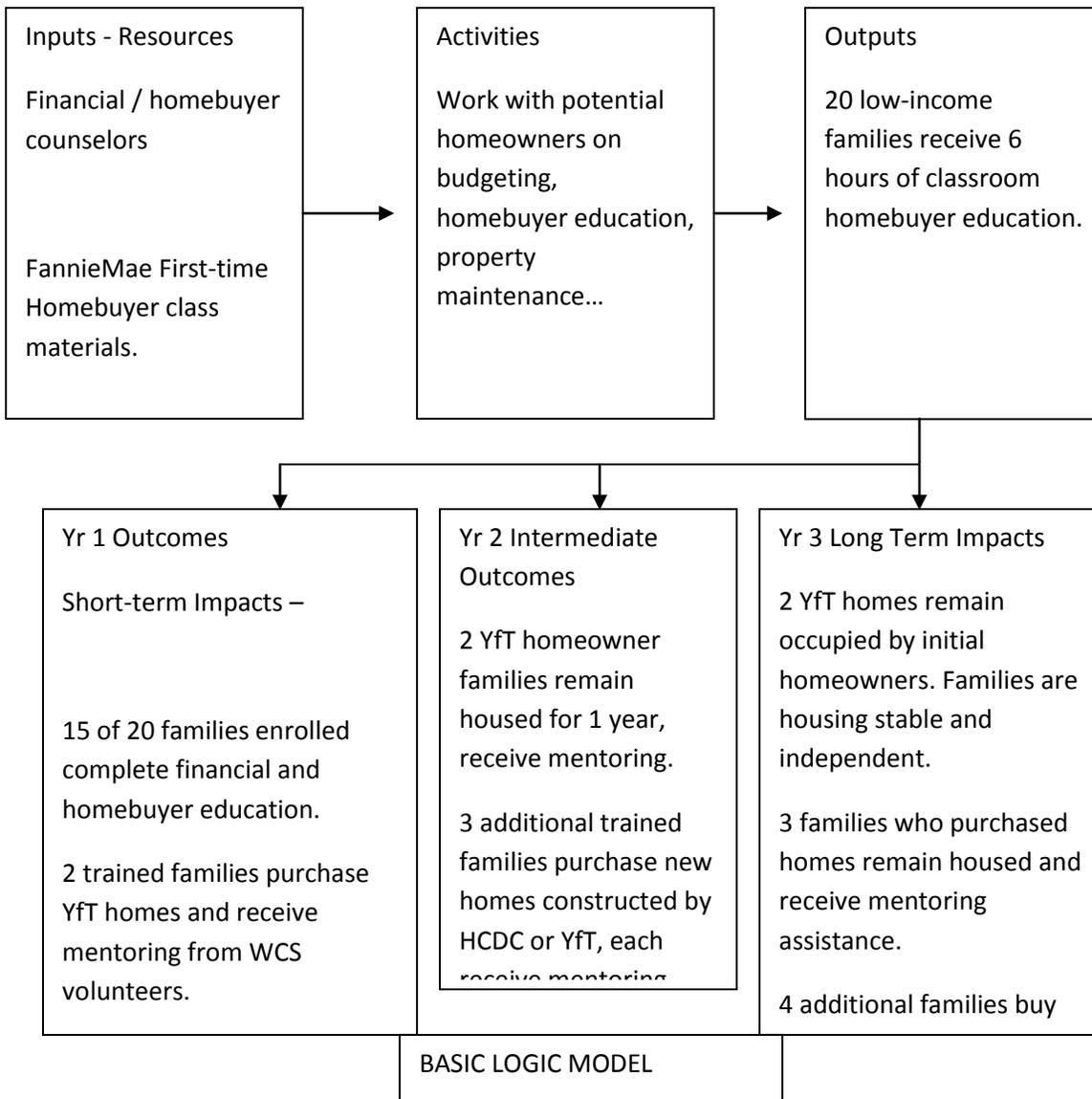
What activities, events, actions, etc. does the program employ or implement (workshops, lectures, trainings, demonstrations, counseling sessions?)

**Immediate / Short-term Outcomes:** What are the short-term changes that the program makes happen? For example, changes in awareness, skills, opinions, motivations, expectations.

**Intermediate/ Medium-term Outcomes:** What are the intermediate changes in action, behavior, practices, and policies?

**Long-term Outcomes/Impacts:** What changes are evident? (social conditions, laws, policies.)

Logic Models are one of the most important tools being used today to show the impact of a project over time. Here is a simple logic model showing activities for the HCDC homebuyer education program for families hoping to purchase the newly constructed YfT homes.



The following will help guide you in developing evaluation methods used to develop a Logic Model.

**Make sure that you are asking questions that focus on key aspects of the program. Make the questions specific enough to focus the assessments, observations, and comparisons to be made. For each outcome, try to imagine how you would know when you have achieved it.**

**Determine how to collect the information you want, and who will be involved in collecting the information. Get input from the people who will collect the data.**

**Where will the information collected be stored? Will it require levels of confidentiality? Who will have access and how will it be shared? Determine whether any training will be necessary and schedule for training staff in the program planning.**

Set timeframes for data collection. (Be realistic: activities often take longer to accomplish than expected.)

**Set expectations for interpreting the data. Before starting to collect data, try to talk with the primary users of the evaluation and have them decide how the results will be used to improve or change the program. To what extent can the evaluation plan be altered after it has begun? Can it be altered by time, by data collected, or by type of analysis? Remember you will want to analyze data with an eye toward program improvement. Decide how you will communicate the results of your data analysis. Plan to meet with program managers or staff to discuss and follow up on findings.**

You will want to make sure the findings can give you insight into:

Program operations

Consumer satisfaction

Whether the program is being implemented as planned

The effect of the program on the primary consumers

The strengths and weaknesses of the program; outside factors that are influencing the program

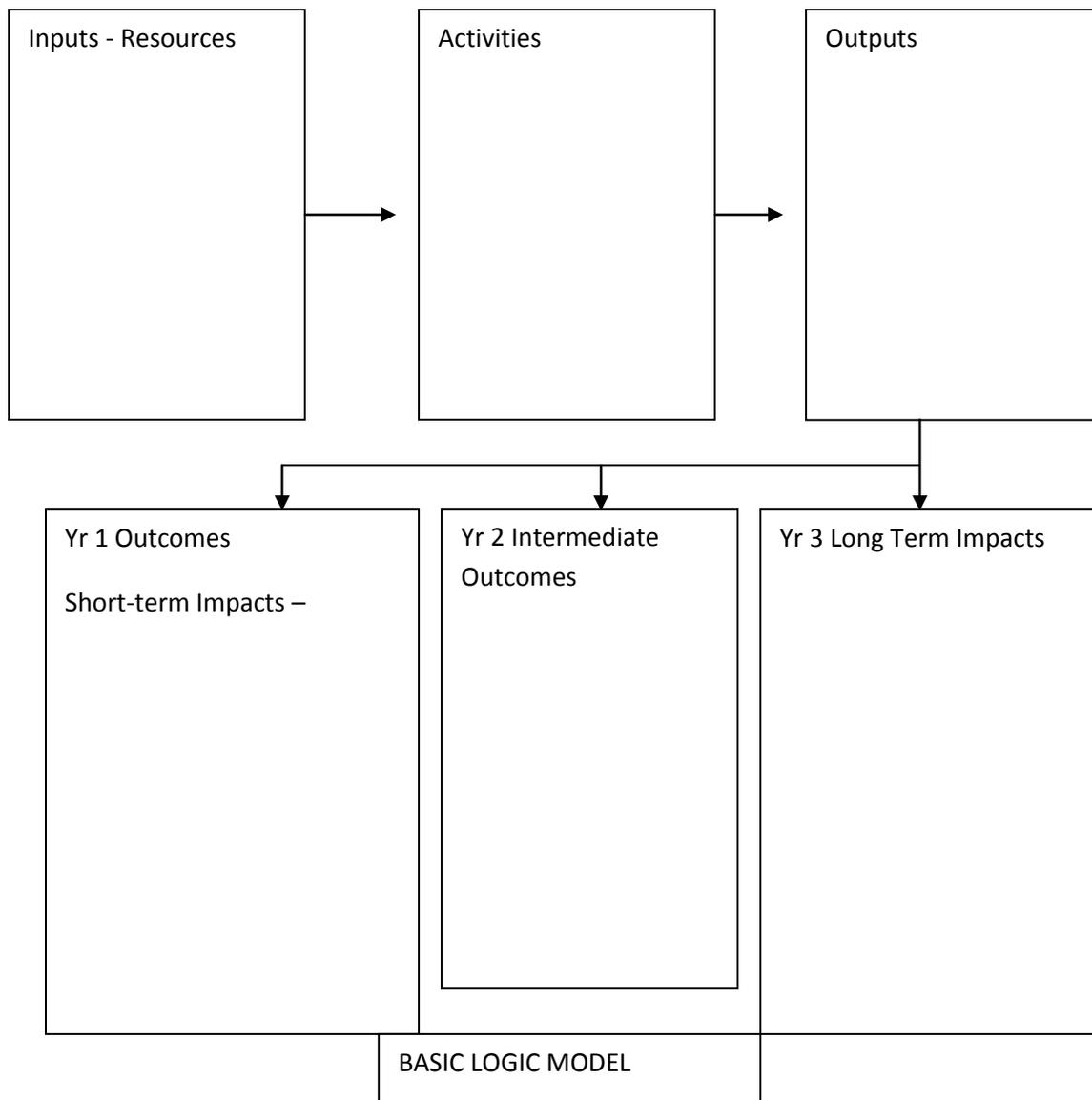
Key problems that have occurred or that might be anticipated

Adequacy of progress toward program outcomes; and,

Effectiveness of the program under particular conditions or with particular individuals.

As a class or within a group fill out the Logic Model Information for the WCS YfT program as if you were a member of the grant writing team.

Complete the model for services that will be provided by the WCS.



What services will be provided by WCS?
What resources do they bring to the table?
List the appropriate level of outputs needed to accomplish the activities?

What would Short, Intermediate and Long-term Outcomes be?

You have completed a series of exercises that will help you construct a good application for competitive funding. In this next section you will see two grant applications, one is from a private foundation, the second is a Federal grant application.

Review the private foundation application and discuss it with your group. The questions you need to answer are:

Have you sufficient information about the YfT program to complete the application package? If not, what do you need?


What are the first three things you will do to begin drafting an application for funding from the foundation?


--

How much time do you think you will need to spend drafting the grant package? Who do you want to assist you in developing the application?


Are there any questions you need to ask the funder? If so, what are they?


Now that you have an idea of what a private foundation's grant could look like, the following pages are from a program offered by the Federal Government. This program is overseen by the Department of Labor. Review the application and answer the following questions.



How will success be measured?
Does the youth in the Yft program described in the case study meet the criteria for “Eligible Enrollees”
How many pages are allowed for the Technical Proposal?
What percentage of Administrative Cost is allowed to be paid for by the grant?
What are the major Evaluation Criteria elements and how many points are available under each?

What are the reporting requirements?

HCDC Yft Program Sources	Federal	Public	Private	In-Kind	Total	Status
YEAR 1						
Youthbuild DOL Grant	400,000				400,000	applied
City of Hope CDBG	30,000				30,000	secured
Wisdom Community Society Foundation			25,000		25,000	secured
HOPE ATC		5,000			5,000	secured
School District		5,000			5,000	pending
Wisdom Home Builders Association			50,000		50,000	secured
Home Sales			300,000		300,000	pending
Pvt. Foundation			10,000		10,000	applied
HCDC (Land)				100,000	100,000	secured
Volunteers				30,000	30,000	secured
TOTAL					955,000	

Yr 2 and Yr 3 the same but houses will be sold for \$50,000 more to cover land costs.

<b><u>HCDC YfT PROGRAM BUDGET</u></b>	<b><u>YR1</u></b>	<b><u>YR2</u></b>	<b><u>YR3</u></b>	<b><u>TOTAL</u></b>
<b><u>Personnel - HCDC</u></b>				
Lead Administrator & benefits	90,000	90,000	90,000	270,000
1 - Construction Sups & benefits	90,000	90,000	90,000	270,000
1 - Admin Asst, Financial Monitor & benefits	60,000	60,000	60,000	180,000
Student Stipends (35 per yr X 3yrs)@ \$15,000 per students	52,500	52,500	52,500	157,500
1 PT Purchasing Manager	35,000	35,000	35,000	105,000
1 PT Volunteer Coord	30,000	30,000	30,000	90,000
<b><u>HOPE ATC</u></b>				
2 Program Coord instructors	150,000	150,000	150,000	450,000
<b><u>WCS</u></b>				
2 PT- Transportation drivers	10,000	10,000	10,000	30,000
1 Program Supervisor	50,000	50,000	50,000	150,000
<b><u>Construction</u></b>				
Materials and Equipment	260,000	175,000	175,000	610,000
License , Fees, Inspections and Permits	13,000	13,000	13,000	39,000
Engineering and Architecture	13,000	13,000	10,000	36,000
Land		100,000	100,000	200,000
<b><u>Transportation</u></b>	20,000	20,000	20,000	60,000
<b><u>Education and Tech Training</u></b>	25,000	25,000	25,000	75,000
<b><u>Mentoring and Leadership Train.</u></b>	14,600	15,000	15,000	44,600
<b><u>Follow-up and Career Guidance</u></b>	17,000	20,000	20,000	57,000
<b><u>OTHER COSTS</u></b>				
Insurance	18,000	18,000	18,000	54,000
training and travel	4,000	4,000	4,000	12,000
misc., office expenses, mailings..	900	900	900	2,700
<b><u>Contingency</u></b>	2,000	2,000	2,000	6,000
<b><u>TOTAL</u></b>	<b>955,000</b>	<b>973,400</b>	<b>970,400</b>	<b>2,898,800</b>

